

campaign fund-raising abuses at about the same time as the Senate Committee.⁶⁷⁶ On Dec. 19, 1997, the chief counsel for the House Committee solicited Babbitt's public testimony.

According to witnesses, the Secretary sought to avoid repetition of what he, his advisors and his friends considered a poor performance before the Senate Committee by engaging in extensive preparation for his testimony before the House Committee. Leshy, Shields, Gauldin and Beller, as well as Babbitt's friends and political consultants Jim Maddy and Greg Schneiders, assisted Babbitt and his attorneys in approximately 12 preparation sessions, some of which were videotaped. Maddy had worked with Babbitt when Babbitt was Chairman of the Western Governor's Association and, later, Chairman of the League of Conservation Voters, which Maddy headed. Maddy then became the President of the National Parks Foundation. Maddy also served as an informal advisor to Babbitt during the beginning of his tenure as Interior Secretary. Schneiders is a pollster and public relations expert based in Washington, D.C. According to media sources, he has worked with the presidential campaigns of Babbitt, John Glenn and Paul Tsongas, and also served in the Carter Administration.

Babbitt's advisors worked with him on both substance and style. Efforts were made to help the Secretary master the facts of the underlying decision, which he said he had not attempted to do in preparation for his Senate testimony. Leshy coordinated the compilation of briefing books containing all of the significant documentation underlying the Hudson decision. In addition, Babbitt's attorneys retained a media consultant and speech writer to work with the Secretary. Shields and others felt that the Secretary had been too passive and polite before the

⁶⁷⁶On Aug. 20, 1997, Chairman Burton sent Secretary Babbitt a document request for "all records relating to the St. Croix Meadows Greyhound Racing Park."